15 November 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:

Director of Central Intelligence

SUBJECT:

Fitness Reports

1. I've read a few more actual Agency fitness reports in the last few weeks, mainly on Chiefs of Station. I find them distressing in two respects.

a. The job descriptions on the first page which have to be filled in and on which the individual gets his principal grades are generally meaningless. There are no standards against which to judge the individual's capabilities and characteristics. People just write in what the job was but there is no room to tell if the individual is a good leader, a good manager, etc.

b. The bull section, which sometimes runs to four and five
pages, generally says almost nothing about the individual.

2. Attached is my version of what I would like to see as a major revision to let us get into the fitness report some of the details that now go into these unofficial evaluation forms which are passed out by and for the panels. I would like to see the report changed sufficiently that people really sit up and take notice when filling it out. That is one reason I have suggested handwritten comments not more than three-quarters of a page.

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